Please understand that this RFP is directed toward understanding a systems direction and solution. The intent of this RFP is not to propose a solution for reengineering PERF operations.

Question	Page	Section	Question
Question 1			What is the standard format for the submission of responses to the Scope of Services section described in Exhibit A?
Answer 1			*PERF does not have a standard format for responses to the Scope of Services except what is outlined within the RFP in Section 4.3. Many respondents simply request a Word version of the RFP document and use it as a template for their responses.*
Question 2			Can you provide the list of firms which were provided this RFP?
Answer 2			*Our procurement rules prevent us from revealing the names of competitors during the RFP process. This RFP will be subject to public inspection after a contract is executed.*
Question 3			Should the cost proposal be submitted under separate cover? If yes, please indicate any requirements for this submission. If not, please indicate in which section to include the cost proposal and cost worksheet (Exhibit C).
Answer 3			*The cost proposal should be submitted as part of the RFP. As the cost proposal is part of the RFP, and will be considered a public document.*
Question 4			Given the scope of this project, and timing when there are traditionally very high levels of vacation and resource unavailability, would PERF consider a project end date beyond 1/31/2007?
Answer 4			*PERF will not consider the project end date extend beyond the 01/31/2007 date. Vendors are expected to manage vacations and manpower accordingly. PERF will ensure that any needed information will be made available.*
Question 5			Please provide the name(s) and size(s) of the organization(s) that provide direct support to members, such as call center operations.
Answer 5			*PERF provides all current support to members. Please see the attached organizational chart. In addition, there are approximately 50 people that support PERF's systems, which report through the State Office of Technology (IOT).*
Question 6			Please provide the numbers and names of major software applications serving PERF, including those that directly support pension administration processes. Please provide the number of IT support personnel that support these applications. Please provide an overview of PERF's IT infrastructure including applications, databases, networks, and standards.
Answer 6			*PERF's main application is call SIRIS. SIRIS is an ERP system for pension funds, which was procured and highly modified to meet the needs of PERF. At this point SIRIS can be considered a legacy system. At a high-level it is a Microsoft system running on a SQL Server Database, housed on the State IOT Network.*
Question 7	10	4.3.2, 4.3.3	Please clarify the submission format of the "Contract" and "Respondent Contract Requirements" sections. Should section 4.3.2 just contain a copy of "Exhibit B Contract for Services"? If yes, should this copy be completed (filled-in blanks) or left unchanged?
Answer 7			*We ask that respondents do not attempt to alter the standard contract in any way. This section of the RFP is to allow respondents the opportunity to state any contract provisions that they cannot agree to, or additional provisions that they feel should be included in the standard contract. These provision changes or additions will be considered by PERF and negotiated at the time of contract award. Items within the contract requiring vendor information will be filled in by PERF at the time of contract negotiations.*

Question 8	11	4.3.8	How does MBE/WBE participation weigh into the final evaluation criteria?
Answer 8			*RFP responses are evaluated as follows:*

Mandatory RFP Evaluation Requirements	*Pass/Fail*
Management Assessment	*25 points (Agency can flex these + or – 10 points)*
Cost (Cost Proposal)	*30 points (Agency can flex these + or – 10 points)*
Indiana Economic Impact	*15 points*
Buy Indiana	*10 points*
Minority (10) and Women Business (10) subcontractor commitment	*20 points*
TOTAL	*100*

Question 9	12	5	What are the relative weights of each of the proposal evaluation criteria?
Answer 9			*See above.*
Question 10	13	Exhibit A	What are the metrics that PERF benchmarks itself against to determine its service delivery performance?
Answer 10			*PERF currently uses several methods to evaluate service delivery performance. Attached is a recent version of PERF's Scorecard, by which PERF is measured on a monthly basis. In addition, there are other measures in which PERF measures itself on a daily basis to ensure that all goals are meet.*
Question 11			Are there pension administrators or other public pension funds that PERF benchmarks itself against?
Answer 11			*There are not any formal public pension funds that PERF benchmarks itself against. Texas' Employee's Retirement System is typically seen as a leader in the public pension fund sector. A major portion of this project is for the vendor to determine the benchmarks and measure PERF against them. The vendor will then be required to present this to PERF.*
Question 12			Please describe in more detail the 11 recommendation areas that the five-year plan should include.
Answer 12			*These are areas that PERF anticipates that the vendor will provide input and recommendations on. There will obviously be additional areas that an experienced vendor would suggest be looked at, expanded and perhaps eliminated from consideration.*
Question 13			Recommendation area #4: Operations. Please clarify this item. Does it refer to business process operations, systems management operations, both, or other?
Answer 13			*On a high-level this refers to how the system interacts with business operations, systems management and the effects that the system directions have on business processes.*
Question 14			Recommendation area #5: Compliance Procedures. Please clarify this item and indicate the standards and regulations that are in scope.
Answer 14			*All Indiana State Statutes and Administrative Code, IRS Regulations, and Federal Laws must be taken into account throughout this project. Specifically, we will be looking to the vendor to describe how they envision that all regulations, laws and statutes are implemented in the system or taken into account by a third party administrator. For example, if PERF out-sources how can PERF ensure the vendor will be complicate will all Indiana State Statutes and Administrative Code, IRS Regulations, and Federal Laws.*
Question 15			Recommendation area #6: Process Documentation. Please clarify this item. Does it refer to business process documentation, systems management documentation, both, or other?
Answer 15			*This refers to both.*
Question 16	14	Exhibit A	Does PERF require the vendor to formally acknowledge each of the 7 items that it requests the vendor to represent and warrant?

Answer 16			*Yes, formal acknowledgement in the form of written responses to the 7 items listed in Exhibit A are required. Please ensure that your responses to the statements demonstrate how you will meet all requirements.*
Question 17	17	MBE/WBE Form	Should this form be included with the cost proposal (see question above in "General Questions") since it contains a Total Bid Amount?
Answer 17			*Yes, the MBE/WBE form should be completed and included in the cost proposal, which must be included in the RFP response.*
Question 18	18-22	Form	In which section should the applicable forms be included?
Answer 18			*The forms should be included as attachments to the cost proposal.*
Question 19	35	Exhibit C	Exhibit C allows for the respondent to provide one or two pricing options. If both are provided, will PERF exclusively select the option or will this be a collaborative decision during negotiations? Secondly, if only one option is provided how will a comparison be made between bids if respondents choose different options?
Answer 19			*PERF will select the option that best suits PERF's needs.*
Question 20			The title of the RFP is "Strategic Business Systems Planning Study", on page 13 says you are looking for a "five year strategic plan with a focus on the operations function of PERF's business." Should the focus of the effort be to focus on improving the business operations, first and then assessing the systems implications second, or should it focus on the business systems aspect first?
Answer 20			*The focus of this study should not be on improving business operation process, but rather a systems impact on this area. Improvements on these systems are the key focus of this study. PERF is not looking to change any current business processes before a systems change has taken place.*
Question 21			The RFP says, "The goal shall be to produce a road map which will assist PERF in obtaining a level of service delivery which will be considered industry standard. . ." What metrics does PERF use to measure its service delivery? How is customer service measured? Is efficiency part of the measures? What types of efficiency measures are used within the business? How do you expect these will be impacted by this effort?
Answer 21			*These metrics have not been fully defined. A vendor should consider defining the metrics as part of the study. Please see the attached scorecard for some of the current metrics that PERF measures itself against. In addition, cost and processing time are part of the study as a measure to benchmark.*
Question 22			What is meant by "Systems Operations Methodologies"? Is this focused solely on issues of IT Operations (computer operations) or does it include all the processes covered by IT (e.g., Change Management, Systems Development, etc..)
Answer 22			*By Systems Operations Methodologies it is meant represent the systems IT as a whole, Change Management and Systems Development.*
Question 23			What specific processes would you envision as in-scope from an Operations perspective?
Answer 23			*The main processes that will need to be taken into account will be Refund, Retirement, Call Center, and Imaging processes. In addition, interfaces with Finance and Investments will need to be defined, specifically a reconciliation process, if these processes are outsourced.*
Question 24			For Call Center Operations, what do the Call Centers currently support?
Answer 24			*All questions that are asked from members and employers are answered by PERF's call center.*
Question 25			What level of contribution does PERF anticipate making to this process? Will PERF provide a project manager/sponsor? What is their time commitment to the project?
Answer 25			*PERF's Executive Management Team is committed to this process. Significant time and availability will be devoted by PERF's Deputy Directors and Executive Director. This will be basically considered the Deputy Directors number one priority. In addition, a project manager will be assigned to this project from*

			PERF.
Question 26			Would personnel be made available for workshops to discuss issues/potential solutions?
Answer 26			*PERF will ensure that the proper resources will be available at the proper time. However, due to sensitive nature of the decisions that will be recommended, the amount of personnel involvement will be limited.*
Question 27			The RFP contemplates completion by January 31, 2007. Does this include the Executive Management Review Day and the Board Presentation? Is there a business need for this date?
Answer 27			*The Executive Review date will need to be by January 31, 2007, and the presentation to PERF's board will be in mid-February, which is the reason for the time pressure and sensitivity.*

Public Employees' Retirement Fund

Director David Adams
GEFP Liaison Michael Huber

June 2006 Results - *Version V*

Agency Mission:

"We are committed to serve, through exceptional customer service, employers, our members and their families, in achieving their retirement goals and financial security."

Statewide Initiatives:

Annual Savings and Efficiency Gains ($000)	$1,662
One-Time Savings and Efficiency Gains ($000)	$183
Competitive Sourcing Participation ($000)	$514

Agency Metrics:

	Result	Target		Comments
Financial Performance				
% Net Return on Investments against benchmarks				
1 year actual return/1 year target return	110%	>=100%	92% to 100%	
Calendar year actual return/calendar year target return	108%	>=100%	92% to 100%	
Customer Service				
Benefits				
Average # days to complete refund	16	30	31 - 65	
Average # days from retirement date to first check	67	30	31 - 70	
Customer Satisfaction				
Customer Satisfaction Index	80.1%	98%	75% - 90%	
System Measures				
% Automated Account Transactions				
% of automated transactions	13.0%	50%	25% - 49%	
System Up-time				
% of time system is available for use by Staff	97.5%	99.90%	97% - 99%	

Fundamental Agency Change Initiatives

% of SBOA findings resolved	50% Reduction
Creditable service	Electronic Certification Implemented
Self-service capabilities	Implemented PERF Interactive
Human Resource development	Peformance Management Implemented

No prior agency or program measurements.